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Summary

The ideal arrangement for most effective operation of the Human Sources Committee is to continue to locate the Chairman in a CIA line element concerned with all-source collection guidance and assessments--the DDI's Collection Guidance and Assessments Staff (CGAS). Such an arrangement is most cost-effective because:

- The Chairman's functions and those of the Human Sources Group of CGAS parallel each other--one on a community basis, the other on an Agency basis; this provides the Chairman with a pool of competent resources which can be tapped for Committee support.
- Being located in the Intelligence Directorate provides the Chairman and Secretariat easy and authoritative access to CIA production components; these components, as users of the collector's products, play a major role in shaping national guidance and assessments of collector performance.
- The Chief and Deputy Chief of CGAS must possess an intimate knowledge of the relative contributions to national intelligence (including KIQs) of all collection systems and sources--overhead imagery, COMINT, ELINT, telemetry, FBIS, open literature, etc.; either of these two, in serving as Chairman of HSC bring to the human source area a good working knowledge of the capabilities and potential of these other systems relative to human sources.
- The Chairman, being in the DDI, is not associated with any collection element of the human source community (except FBIS in a fringe sense) and therefore is accepted as an objective and unbiased Committee leader.

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Amplifying Points:

25X1 The effectiveness of the Chairman in getting the job done is directly related to the degree of support he is provided by a strong and active secretariat or staff. In the present arrangement, the Human Sources Group of the Collection Guidance and Assessments Staff doubles in brass as the Secretariat of the Human Sources Committee. The Deputy of that Group, [] 25X1 [] acts as the Executive Secretary of the Committee and also as the Chairman of the Committee's Executive Steering Group, which is the means for day-to-day supervision of the progress of the various task teams and project officers of the Committee. With this arrangement, the Chairman devoted an estimated 60 percent of his time to Committee activities; [] 25X1 [] devotes about 70-80 percent of his time as Executive Secretary and leader of the Steering Group.

In discussing time devoted to Committee affairs, we must recognize the high degree of overlap between CGAS and HSC interests. Because of this, other CGAS personnel are called into play on certain actions which may be viewed with equal validity as either CGAS matters, a Committee action, or both.

The CGAS/Human Sources Group also provide the resources for Committee publication of the CIRL and its companion piece the EAL. This amounts to one editor-collator full time; 60 percent of a publications-typist's time; and about 20 percent of a proofreader's time. Of course, if we abolish the CIRL and EAL ultimately, these resources can be spared. Lastly, I estimate that we use an additional one man-day per week of the HSG clerical time on Committee business such as minutes, memos, and file maintenance.

If the Chairmanship were moved out of CGAS, then these support resources would have to be provided by some other element. It is my opinion that as the Committee work becomes more established it will require less of the Chairman's personal time provided that we continue to have the capability to maintain a strong Secretariat. There are times and there will continue to be times when there are conflicts between the demands on the incumbent as Chairman and as Chief, CGAS, but it is anticipated that these will never be sufficiently serious to merit separation of the two positions or to having a Chairman whose sole duty is Committee business.

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The advantages of having easy access to CIA production components; of being able to know what other systems are doing or will be doing; and of having available a Staff of some highly experienced people specializing in all aspects of collection guidance and assessment outweigh by far the slight disadvantage of serving in dual jobs.

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